Expense Forecasting and Budgeting Methodology

THE MAIN PURPOSE of the budgeting process is to gain perspective on cash needs and set flexible goals for controlling expenditures. The by-product of the information produced will make the information in financial statements significantly more useful and identify areas requiring correction throughout the annual operating cycle.

Expenditures are budgeted 90 to 120 days ahead of the beginning of any budget year. They are budgeted at the lowest level of the operation of each respective division, by line item. Each line item budget is created based on past history, the trends of the current operations, and planned priorities or future cost expectations (increases or decreases). A financial forecast of actual and expected expenditures for the current year provides a static financial document and a one-time snapshot as an initial basis for budgeting each line item within a Division.

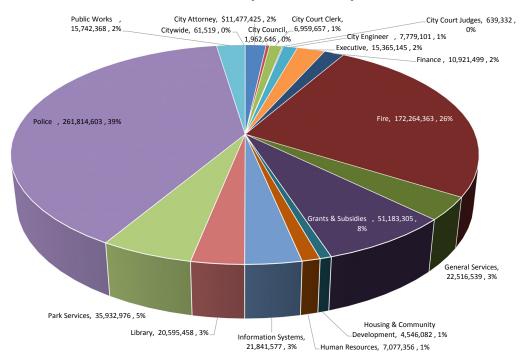
In addition to using expenditure data from the last year or several years of actual cost results, discussions with key personnel on the anticipated performance of current and new services, changes in the marketplace and other factors that might cause changes in priorities or spending are discussed and compared with prior years' and or the trending annualized forecast of the current operating year.

Collectively all of the methodologies: prior year experience, future trends, and stakeholders knowledge of the company priorities and goals, result in the budget number. All line items are summarized and adjusted as necessary to establish the final expenditure plan.

Expenditure Division	FY 2016 Actual	FY 2017 Adopted	FY 2017 Forecast	FY 2018 Request
City Attorney	\$ 10,140,216	\$ 10,432,045	\$ 11,876,025	\$ 11,477,425
City Council	1,443,451	1,759,375	1,763,544	1,962,646
City Court Clerk	7,790,283	7,129,123	6,529,733	6,959,657
City Court Judges	643,487	640,398	623,046	639,332
City Engineer	6,681,195	11,153,725	7,579,421	7,779,101
Executive	8,412,609	13,167,265	14,036,112	15,365,145
Finance	7,489,284	8,846,480	8,756,728	10,921,499
Fire	165,503,264	172,259,677	174,325,621	172,264,363
General Services	21,773,610	25,638,239	24,166,160	22,516,539
Grants & Subsidies	56,948,967	57,731,977	58,418,765	51,183,305
Housing & Community Development	3,929,150	4,323,202	5,195,646	4,546,082
Human Resources	7,342,499	7,707,002	8,565,592	7,077,356
Information Systems	16,061,993	21,488,929	26,814,846	21,841,577
Library	-	19,370,122	18,153,347	20,595,458
Park Services	50,095,580	28,579,159	29,828,877	35,932,976
Police	245,284,764	255,950,393	259,752,527	261,814,603
Public Works	14,675,701	21,116,822	16,285,790	15,742,368
Citywide	15,124,490	131,065	1,785,944	61,519
Total Expenditures by Division	\$639,340,543	\$667,424,998	\$674,457,724*	\$668,680,951

^{*} Includes encumbrances

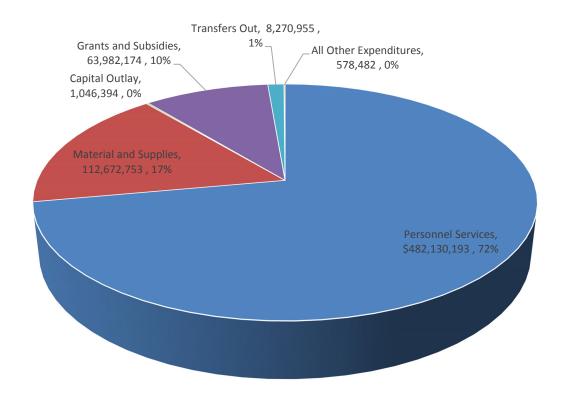
FY2018 General Fund Expenditures by Division



Expenditure Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Forecast	FY 2018 Request
Personnel Services	\$ 451,553,317	\$ 471,609,780	\$ 465,973,501	\$ 482,130,193
Material and Supplies	108,627,378	123,378,258	140,510,784	127,304,453
Capital Outlay	303,601	947,594	1,376,001	1,046,394
Grants and Subsidies	75,587,669	61,259,353	71,067,921	63,982,174
Inventory	334,523	285,687	307,820	379,591
Expense Recovery	(16,072,788)	-	(14,631,700)	(14,631,700)
Investment Fees	-	-	55,088	-
Service Charges	196,995	89,200	121,388	137,372
Transfers Out	18,774,637	9,724,061	9,676,921	8,270,955
Misc. Expense	35,211	-	-	-
Contribution to Fund Balance	-	131,065	-	61,519
Total Expenditures	\$ 639,340,543	\$ 667,424,998	\$ 674,457,724*	\$ 668,680,951

^{*} Includes encumbrances

FY2018 General Fund Expenditures by Category



Expenditures	FY 2016 Actual	FY 2017 Adopted	FY 2017 Forecast	FY 2018 Request
500 Personnel Services				
051101 Full-Time Salaries	\$ 242,801,159	\$ 318,993,102	\$ 268,978,027	\$ 328,034,512
051102 Holiday Salary Full Time	4,112,232	-	3,495,308	-
051103 Vacation Leave	20,784,206	-	13,148,134	-
051104 Bonus Leave	2,012,878	-	1,735,834	-
051105 Sick Leave	15,656,680	-	9,049,664	-
051202 Overtime	31,922,502	26,091,479	38,560,375	29,932,564
051204 Holiday Fire/Police	10,222,716	10,200,161	10,372,798	10,442,261
051206 Out of Rank Pay	2,329,227	1,852,067	2,559,385	2,260,901
051208 Hazardous Duty Pay	395,838	463,123	474,916	572,831
051210 College Incentive Pay	6,000,906	6,009,247	6,169,026	6,278,909
051212 Longevity Pay	2,100,947	2,008,532	2,059,177	2,028,027
051214 Shift Differential	757,619	799,571	722,312	804,200
051216 Bonus Days	1,390,438	1,949,000	2,206,700	2,214,700
051218 Retirement Benefits	5,805,634	4,798,478	4,170,408	4,637,367
051219 Job Incentive	951,511	1,037,500	979,135	1,038,500
051220 Required Special License Pay	2,664	52,950	3,902	52,950
051302 Pension	16,567,115	16,243,320	18,011,424	-
051303 Supplemental Pension	126,343	127,959	128,214	131,507
051304 Social Security	936,054	411,000	993,434	410,243
051307 Pension ARC Funding	29,841,162	34,112,131	33,211,644	50,526,312
051306 Blue M Health Insurance_051306	66,806	-	-	-
051308 Group Life Insurance	730,111	862,998	729,714	973,871
051310 Unemployment	600,380	429,280	438,530	433,040
051314 Medicare	4,814,838	4,675,850	5,259,517	4,509,823
051315 Long Term Disability	794,895	863,757	813,620	889,061
051319 Health Insurance - Retiree Supplemental	1,961,588	2,080,240	1,128,159	-
051320 Health Insurance - Basic	3,363,844	1,807,517	1,645,261	-
051321 Health Insurance - Value PPO	-	-	376,067	541,272
051322 Health Insurance - Premier	40,175,844	39,951,948	32,669,151	31,552,095
051323 Other Post Employment Benefits	-	1,510,046	173,407	-
051327 Health Insurance - Local Plus	-	-	5,835,489	11,058,138
051402 Salaries - Part Time/ Temporary	9,869,491	12,376,007	11,287,741	13,105,075
051501 On the Job Injury	3,455,439	3,294,314	3,762,498	3,278,311
051503 Book Reimbursement - Old	108	-	-	-

Expenditures	FY 2016 Actual	FY 2017 Adopted	FY 2017 Forecast	FY 2018 Request
051504 Tuition Reimbursement -	Actual	<u> </u>		
New	154,173	490,000	490,000	200,000
051505 Book Reimbursement -	2.007	F 000	10.000	40.000
New	2,997	5,000	10,000	10,000
051506 Student Loan Repay-	_	_	_	200,000
ment				
051601 Payroll Reserve	2,338,688	1,057,956	(1,195,706)	7,100
051901 Attrition	-	(16,083,120)	(644,960)	(15,745,249)
051902 Bonus Pay	1,168,900	-	13,750	-
056199 Expense Recovery - Per-	(12,662,614)	(14,046,416)	(13,806,903)	(13,396,960)
sonnel 051326 Benefits Adjustments	_	7,184,783	(41,649)	5,148,833
500 Personnel Services	\$ 451,553,317	\$ 471,609,780	• • • • • • • • • • • • • • • • • • • •	\$ 482,130,193
505 Materials & Supplies	Ψ 401,000,017	Ψ 471,000,700	Ψ 400,070,001	Ψ 402,100,100
052102 City Hall Printing	319,890	350,000	385,000	350,000
052106 City Hall Postage	-	1,000	-	1,000
052108 Document Reproduction	0.500			
- City	2,500	2,500	-	2,500
052112 City Storeroom Supplies	42,047	19,853	26,514	19,990
052114 Facility Repair & Carpen-	203,057	215,136	219,199	182,451
try				
052116 City Shop Charges	7,007,160	6,925,908	7,086,862	7,438,439
052120 Info Sys Comput/Off Mach	-	-	1,913	-
052122 Info Sys Phone/Commu-				
nication	-	3,374	-	3,374
052124 City Shop Fuel	4,376,623	6,941,636	5,325,128	6,099,598
052202 Outside Computer Ser-				
vices	1,166,966	2,301,904	3,643,250	3,579,409
052204 City Computer Svc	228,732	2,549,815	3,610,785	2,644,051
Equipment	,	_,0 .0,0 .0	0,010,100	_,0 : .,00 :
052206 Data/Word Processing	399,577	200	9,940	20,200
Equipment 052208 Data/Word Process Soft-				
ware	2,198,212	2,846,015	3,843,762	2,110,225
052209 Pers Computer Software	386	3,100	2,000	1,661,685
052210 City Telephone/Commu-	EDE 000			
nications	525,233	558,164	526,695	608,322
052302 Printing - Outside	268,487	346,150	286,037	335,153
052304 Supplies - Outside	1,337,962	1,163,219	1,194,022	1,254,507
052305 Food Expense	112,696	85,000	115,561	112,000
052306 Word/Processing/Dupli-	731	-	86	-
cate		440 404		404 404
052308 Hand Tools	86,771	110,484	128,189	121,184

Expenditures	FY 2016 Actual	FY 2017 Adopted	FY 2017 Forecast	FY 2018 Request
052309 Document Reproduction - Outside	4,120	2,058	1,065	2,058
052310 Clothing	1,815,479	2,308,813	2,165,852	1,965,594
052312 Household Supplies	383,132	686,388	673,247	835,486
052314 Ammunition & Explosives	910,795	745,191	563,724	400,500
052316 Safety Equipment	820,438	766,532	739,304	885,315
052318 Drafting/Photo Supplies	22,854	35,634	35,037	34,134
052320 Medical Supplies	2,392,600	2,443,060	2,420,184	2,399,725
052322 Athletic/Recreational Supplies	93,381	77,400	85,848	94,300
052324 Outside Postage	806,166	753,005	669,002	751,855
052326 Asphalt Products	4,109,868	5,059,250	5,060,236	5,062,250
052328 Lumber & Wood Products	4,676	25,000	25,000	30,000
052330 Paints Oils & Glass	282,812	319,000	319,000	414,000
052332 Steel & Iron Products	144,585	111,700	121,700	122,700
052336 Pipe Fittings & Castings	133,154	287,000	368,595	276,738
052338 Lime Cement & Gravel	255,002	66,000	68,000	70,000
052340 Chemicals	208,068	230,141	260,078	298,462
052342 Materials and Supplies	3,742,390	3,084,221	3,046,736	3,261,021
052343 Miscellaneous Expense	91,883	88,953	84,267	103,153
052346 Library Books	1,203,522	1,289,290	1,290,501	1,290,501
052366 Operation Police Canine	62,688	60,867	80,134	59,000
052367 Operation Police DUI Unit	40,121	80,000	45,000	15,000
052368 Operation Police Traffic Unit	37,853	80,000	77,592	70,000
052369 Operation Police Mounted	58,455	69,200	60,538	63,292
052370 Operation Police TACT	88,390	100,101	71,000	115,000
052402 Maintenance Traffic Signal System	1,002	4,000	4,000	4,000
052404 Repair/Oper Air Raid System	179	-	-	-
052406 Operation Police Aircraft	219,593	671,432	600,000	565,669
052408 Outside Vehicle Repair	3,774,893	3,109,840	3,800,810	3,078,340
052410 Outside Equipment Repair/Maintenance	2,295,463	2,140,986	2,029,330	2,090,312
052412 Facilities Structure Repair - Outside	333,343	777,043	796,022	778,043
052414 Maintenance Of Grounds	93	-	-	-
052415 Horticulture	9,846	10,000	11,525	10,000
052498 Internal Repairs and Maintenance	373,679	455,737	513,285	415,737
052501 Drug Education Program	1,101	-	-	-

Expenditures	FY 2016 Actual	FY 2017 Adopted	FY 2017 Forecast	FY 2018 Request
052502 Special Investigations	197,877	427,325	30,068	40,000
052504 Legal Services/Court Cost	3,929,468	2,842,386	4,070,095	3,287,272
052506 Medical/Dental/Vetinary	220,987	569,564	320,011	237,800
052509 Legal Contingency	34,117	90,000	144,805	150,000
052510 Accounting/Auditing/ Cons	324,114	347,631	419,126	379,150
052512 Advertising/Publication	230,788	914,006	774,770	494,406
052514 Outside Phone/Communications	3,357,557	3,465,331	3,201,750	3,364,355
052516 Entertainment	-	-	182	-
052518 Janitorial Services	1,058,060	1,388,692	1,632,638	1,314,155
052520 Security	1,231,229	1,359,981	1,242,063	1,715,535
052524 Weed Control/Chemical Service	126,429	190,442	193,647	184,200
052526 Seminars/Training/Education	263,131	595,937	549,555	713,394
052527 Fixed Charges	1,127,739	1,285,520	1,089,988	1,285,520
052528 Misc Professional Services	40,005,727	37,417,107	48,894,894	40,875,374
052530 Employee Activities	295	-	-	3,000
052531 Rewards and Recognition	6,176	57,500	77,205	109,950
052532 Staff Development	-	2,000	-	1,000
052533 Administrative Fees	100	-	(100)	-
052534 Textbooks	52,533	103,000	98,000	55,400
052610 Travel Expense	433,144	669,924	535,855	607,224
052611 Unreported Travel	11,320	5,029	13,663	3,496
052615 Relocation Expense	-	300,000	1,063,055	200,000
052710 Auto Allowance	-	837	-	-
052720 Outside Fuel	37,912	43,436	42,386	42,100
052730 Mileage	205,903	274,751	249,231	262,251
052810 Utilities	8,145,833	10,681,700	11,665,740	10,066,649
052821 Sewer Fees	1,211,114	1,400,000	1,412,848	1,331,580
052351 Tower Lease Expense - Library	26,901	46,208	46,208	46,208
052357 WYPL Arkansas Tower Expense - Library	34,707	30,000	30,000	30,000
052521 Photography	-	650	-	650
052525 Total Quality Management	83	300	-	300
052911 Demolitions	2,979,542	3,000,000	3,200,899	2,450,000
052920 Insurance	5,000,479	6,028,430	6,127,355	6,930,663
052921 Claims	178,811	1,140,252	1,156,656	1,175,252

Expenditures	FY 2016 Actual	FY 2017 Adopted	FY 2017 Forecast	FY 2018 Request
052923 Lawsuits	2,164,472	2,828,771	4,920,299	2,428,775
052928 Hospitality	1,978	1,801	10,301	3,801
052930 Dues/Memberships/Periodicals	216,971	255,600	274,830	274,567
052932 Rent	2,559,981	2,065,613	2,716,472	2,077,661
052933 Radio Trunking Lease	-	2,000	2,000	2,000
052950 Misc Services and Charges	2,508,130	3,173,541	2,714,260	3,213,821
052951 Fire Loss	-	-	4,321	-
052953 Urban Art Maintenance	9,995	10,000	10,000	10,000
052984 Hotel	459	-	-	-
052990 Minor Equipment	45,450	82,650	79,651	108,450
053206 Equipment Rental	2,025,851	2,434,366	2,312,598	2,481,343
057454 Catering	13,686	28,000	28,000	45,000
056297 Expense Recovery - Telephones	(856,013)	(700,000)	(700,000)	(700,000)
056299 Expense Recovery - M & S	(13,494,314)	(11,843,322)	(12,649,434)	(12,104,122)
505 Materials and Supplies	\$ 108,627,378	\$ 123,378,258	\$ 140,497,444	\$ 127,304,454
053102 Furniture/Furnishings 053105 Computers	283,855	338,900	409,008	294,700 85,000
053106 Prod/Constr/Maint Equip-	11,198	44,000	44,000	44,000
ment 053108 Equipment	7,337	564,694	922,993	622,694
053109 Security Equipment	1,212	-	-	-
510 Capital Outlay	\$ 303,601	\$ 947,594	\$ 1,376,001	\$ 1,046,394
052850 Sports Authority	3,773	,	, ,	, ,
059600 Payment To Sub grant-	3,773	-	-	-
ees	537,483	75,475	99,601	75,475
061002 Aging Commission of the Mid-South	143,906	143,906	143,906	143,906
061004 Elections	998,897	-	-	-
061014 MIFA General Assistance	656,696	669,218	669,218	669,218
061019 Africa In April	50,000	70,000	70,000	-
061022 Section 108 - Court Square	754,065	1,455,720	2,438,935	1,851,487
061023 Pyramid_061023	-	_		_
061024 Shelby County Assessor	-	600,000	600,000	2,400,000
061025 Business & Economic Development Grants	41,670	61,377	582,476	-
061026 Community Initiatives Grants for Non-Profits	111,839	1,465,167	1,482,195	2,150,000

Expenditures	FY 2016 Actual	FY 2017 Adopted	FY 2017 Forecast	FY 2018 Request
061027 Community Development Grants	61,227	269,531	277,122	300,000
061036 Economic Development	105,168	-	343,832	-
061037 Start Co.	25,000	25,000	25,000	75,000
061042 MIFA Homeless Initiative	-	-	-	-
061045 Memphis Film & Tape Commission	175,000	175,000	175,000	175,000
061046 Homeless Initiative	247,501	382,500	496,321	232,500
061053 Pensioners Insurance	13,828,968	11,016,550	11,016,550	11,016,550
061055 Down Payment Assistance / City	169,707	192,930	248,543	192,930
061071 Disaster Recovery Relief	250,000	-	(203,204)	-
061074 Planning & Development	1,500,000	1,500,000	1,500,000	1,500,000
061078 Death Benefits	357,513	-	25,000	-
061104 Memphis In May	-	-	-	-
061117 Riverfront Development	2,974,000	2,974,000	2,974,000	2,974,003
061132 Memphis Area Transit Authority	29,420,040	25,920,040	31,920,040	25,920,040
061152 MLGW Citizen's Assistance - Grants	957,444	1,000,000	1,000,000	1,000,000
061159 Family Safety Center of Memphis and Shelby County	200,000	200,000	200,000	200,000
061165 RBC Training/Certification Program	2,672	4,650	4,650	4,650
061172 EDGE	2,511,368	1,980,000	2,122,521	1,980,000
061199 Human Services Grants	-	-	-	-
061203 Social Services Administration	23,603	89,537	159,740	89,537
061222 Botanic Gardens Foundation	-	250,000	250,000	-
061227 MHA/HCD Community Development Projects	575,296	157,000	239,185	157,000
061316 Urban Art	130,000	150,000	150,000	150,000
061329 Target Area Small Business Loan Fund	-	23,250	23,250	-
061335 Sickle Cell Center Foundation	50,000	-	50,000	-
061336 Juvenile Intervention and Faith-Based Follow Up (JIFF)	150,000	150,000	150,000	150,000
064051 Middle Income Housing	-	300,000	300,000	500,000
064085 Contr Assist Prog/Bonding	4,948	4,650	4,650	4,650
064175 Black Business Association	200,000	200,000	200,000	200,000

		FY 2016		FY 2017		FY 2017		FY 2018	
Expenditures		Actual	4	Adopted	F	orecast		Request	
064298 Peabody Place - Section 108		1,191,370		-		-		-	
064432 Map South		46,300		41,750		41,750			
064503 Convention Center		2,053,566		2,053,566		2,053,566		2,051,041	
065114 Professional Services		382,000		-		200,000		-	
066103 WIN Operational		106,644		55,000		55,000		50,000	
066104 Ambassador's Fellow- ship Pay		1,885,336		1,663,740		2,185,568		2,138,740	
066109 Innovate Memphis		387,000		387,000		662,000		387,000	
066113 Exchange Club		50,000		50,000		50,000		50,000	
066118 Lifeline to Success		100,000		200,000		200,000		-	
066119 Shelby County School Mixed Drink Proceeds		4,084,437		3,200,000		3,200,000		3,200,000	
066121 2015 Shelby County School Settlement		1,333,335		1,333,335		1,333,335		1,333,335	
066122 Memphis Health Center		375,000		-		-		-	
066123 Serenity Recovery Centers	125,000			125,000	125,000				
066124 Grant Repayment Expense	6,249,899			-	-		-		
064294 Pyramid - Section 108		-		644,461	1,223,171			660,112	
515 Grants and Subsidies	\$ 7	5,587,669	\$ 6	31,259,353	\$ 7	1,067,921	\$ 6	3,982,174	
0574404		05.044		74.000		00.000		447 700	
057440 Inventory Purchases		95,311		71,820		89,396		117,793	
057441 Food Inventory		239,212		213,867		218,425		261,798	
520 Inventory	\$	334,523	\$	285,687	\$	307,820	\$	379,591	
056499 Expense Recovery - State Street Aid	(16	5,072,788)		- (14,631,700)		1,631,700)	(14,631,700)		
525 Expense Recovery	\$(16	5,072,788)	\$	-	\$(14	1,631,700)	\$(14	1,631,700)	
061716 Investment Fee		-		-		55,088		_	
526 Investment Fees	\$	-	\$	-	\$	55,088	\$	-	
059500 Project Costs		-		-		-		-	
530 Project Costs	\$	-	\$	-	\$	-	\$	-	
052949 Credit Card Fees - Expense		196,995		89,200		121,388		137,372	
550 Service Charges	\$	196,995	\$	89,200	\$	121,388	\$	137,372	
080205 Oper Tfr Out - Misc Grants Fund		223,800		-		-		5,000	
080211 Oper Tfr Out - Workforce Investment		2,000,000		-		-		-	

SUMMARY

	F	Y 2016		FY 2017		FY 2017		FY 2018
Expenditures		Actual		Adopted		Forecast		Request
080221 Oper Tfr Out - HCD Grants	Ę	5,000,000		-		-		-
080228 Oper Tfr Out - CRA Program	2	2,351,053		2,739,130		2,739,130		2,739,130
080301 Oper Tfr Out - Debt Service Fund	5	5,313,863		4,984,931		4,984,931		4,726,825
080400 Oper Tfr Out - Capital Projects Fund	2	2,330,685		-		-		-
080852 Transfer Out Library Retirement Fund		-		-		700,000		800,000
080853 Oper Tfr Out - OPEB Fund	,	1,555,236		2,000,000		1,252,860		-
555 Transfers Out	\$ 18	3,774,637	\$	9,724,061	\$	9,676,921	\$	8,270,955
061999 Miscellaneous Expense_		35,211		-		-		-
598 Misc Expense	\$	35,211	\$	-	\$	-	\$	-
089999 Contribution To Fund Balance/RE		-		131,065		-		61,519
599 Contributed to Fund Balance	\$	-	\$	131,065	\$	-	\$	61,519
Total expenditures	\$ 639	9,340,543	\$ 60	67,424,998	\$ 6	74,444,386	\$ 6	68,680,951

Authorized Complement Discussion

Authorized Complement is the total number of positions approved for an operating division. All authorized positions are funded; however, funding is reduced by the average vacancy rate for the respective division to arrive at the final position budget funding level for personnel.

Notable authorized complement increases from the adopted FY17 budget are described below.

City Council - One (1) positions was added, an executive assistant.

Executive Division - The complement increase includes six (6) positions from the Parks Division for the Second Chance Program to operate out of Executive. And one position, from Information Services for performance management. The Executive Division also added three (3) positions for and expanded youth program.

Finance - Three (3) positions were added during FY17 that were not in the original budget. Two (2) were for Treasury and one (1) for Financial Accounting. The Business Development Center also moved from Housing and Community Development to Finance. This move brings four (4) positions into the Finance Complement.

Parks - This division increased by fifty-one (51) positions which came from General Services. The Division also transferred six (6) from the Second Chance program to Executive.

GENERAL FUND	FY2016 Adopted	FY2017 Adopted	FY2018 Proposed
DIVISION			
City Attorney	57	60	60
City Council	23	23	24
City Court Clerk	57	57	57
City Court Judges	5	5	5
Engineering	116	116	116
Executive	46	99	109
Finance	72	83	90
Fire Services	1789	1784	1784
General Services	318	318	267
Grants and Agencies	3	0	0
Housing and Community Development	5	5	2
Human Resources	44	46	54
Information Services	17	22	21
Library Services	0	280	280
Parks and Neighborhoods	506	162	208
Police Services	2774	2728	2735
Public Works	205	209	209
General Fund Total	6037	5997	6021

Note: The authorized complement for funds other than the general fund are reported with their respective budget request which are presented in the "Other Funds" section of this document.